



OSD/JOINT SERVICE PROJECTS

OSD/JOINT SERVICE PROJECTS COMPLETED OR NEAR COMPLETION

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CORE SYSTEMS ANALYSIS

Description: This project conducted an analysis and evaluation of the Services legacy source data collection personnel systems for possible selection as the Department's migration system. This analysis included process compliance, functional requirements, technology compliance, technical assessment, data compliance, schedule assessment, and risk assessment. Additionally, this initiative conducted a business process reengineering analysis on the flow of Masterfile Service data through each of the Service's Key Personnel Information Systems architectures and identified how the data is created in each key system. The purpose of the analysis is to identify occurrences of duplicate data entry and recommend alternatives for eliminating the occurrences of duplicate data. This project has been the primary vehicle for our identification and analysis of legacy systems interfaces, data exchanges, and primary sources of data.

Discussion: The analysis of the core systems included the Services' main field input personnel systems from a functional, technical, and data perspective. The analysis also included tracing the Masterfile service data through the Services' Key Information Systems Architectures, which were developed with each Service, and developed recommendations for eliminating duplicate data entry. Masterfile service data is military personnel data and pay-related data, maintained at the Service Personnel Headquarters, that describes the characteristics, skills, and qualifications of a service member and is crucial to personnel management of the Service member. The analysis is being conducted at the data element level of detail and involves mapping the personnel data elements to the systems selected as "key" in creating, updating, and processing this data through the Military Personnel Life Cycle of a Service member. Additionally, the analysis (for the mapping) used the data elements identified in each Services' Masterfile Service Record (MSR). The MSR includes those data elements that describe the characteristics, skills, and qualifications of a service member.

Accomplishments: The information obtained from this project is being used in the development of the joint military personnel system (DIMHRS).

Status: The project was completed in 1997.

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MILITARY PERSONNEL TRACKING

Description: The major goals of the Office of the Secretary of Defense (OSD) Information Management (IM) initiatives are to consolidate, improve, streamline, and/or standardize business processes. In support of these goals, the Under Secretary of Defense (Personnel and Readiness), OUSD(P&R), initiated a review of IM needs for military personnel management in 1992. One of the key projects under this initiative is to conduct a business process reengineering analysis on military personnel tracking. During Operations Desert Shield/Storm and more recently during the contingencies in Somalia, Haiti, and Bosnia, the Services had difficulty in providing timely information (e.g., who was in theater and where,...) on their deployed Service members. This analysis evaluated the capability of current standard military personnel systems to track military personnel through peacetime processes, mobilization, deployment, and develop recommendations for improvements in the processes and systems which support the military personnel tracking functions of the Services.

Background: This project, which started in the Fall of 1992, identified the information requirements for tracking Service members in theater during contingency operations. During the next two years, the military personnel tracking information requirements (for deployable operations) were identified, modified, and refined within DoD, the Joint Staff, and the Services through site visits, data calls, and workgroup sessions. Additionally, investment costs for the Services to implement changes needed to meet military personnel tracking requirements were also developed and refined. The data elements for the military personnel tracking information requirements will be standardized through the DoD Personnel Data Standardization effort. The implementing instruction (enclosure 5 to DoDI 1336.5, "Automated Extracts of Active Duty Military Personnel Records") is currently being revised to support the military personnel tracking requirements.

Accomplishments: The revised DoDI 1336.5, which will incorporate the additional tracking information requirements identified in this project, has been coordinated through DoD, the Joint Staff, and the Services and is currently being routed for final approval.

Status: A Final Information Requirements, Service Capabilities and Investment Costs Report, dated July 1995, was the final deliverable from this analysis. In conjunction with the J-1, Joint Chiefs of Staff, an analysis will commence in April 1998 to define and document CINC requirements for tracking military personnel and civilian members in support of a specified operation.

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DEFENSE ENTITLEMENT ELIGIBILITY REPORTING SYSTEM (DEERS) /REAL-TIME AUTOMATED PERSONNEL IDENTIFICATION SYSTEM (RAPIDS) ANALYSES

Description: The major goals of the Office of the Secretary of Defense (OSD) Information Management (IM) initiatives are to consolidate, improve, streamline, and/or standardize business processes. In support of these goals, the Office of the Under Secretary of Defense (Personnel and Readiness), OUSD(P&R), initiated a review of IM needs for military personnel management in 1992. One of the key projects under this initiative was to conduct business process reengineering analysis on how DoD manages personnel and entitlement information on Uniformed Services Members and their eligible dependents. Since DEERS and RAPIDS are part of the comprehensive system for managing DoD personnel and entitlement information, these analyses focused on the data and processes of DEERS and RAPIDS.

Background: Since the early 1980s, the scope of DEERS and RAPIDS has broadened extensively. DEERS remains the only data base with data on all Uniformed Service members and their families. As such, DEERS is a target for new data storage requirements for this population. Far beyond its original mission of eligibility reporting, DEERS now stores duplicate panoramic radiographs (panographs) for post-mortem identification of Uniformed Service members. The RAPIDS application provides major information input to DEERS. To support the increase in DEERS functionality, Functional Economic Analyses (FEA) were completed for both DEERS and RAPIDS that addressed potential cost savings and other improvements associated with enhancements to the DEERS program. The FEA builds upon extensive activity, data, and activity-based cost modeling completed earlier in the project.

Accomplishments: This project identified potential functional BPR opportunities for the data collection and management of benefits and entitlements for all eligible Department

of Defense personnel.

Status: Completed

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NAVY STANDARD INTEGRATED PERSONNEL SYSTEM (NSIPS)

Description: The Navy is developing the Navy Standard Integrated Personnel System - NSIPS to replace four legacy systems. In addition to implementing superior business practices where practicable to do so, NSIPS will combine the current functionality of four separate systems into one standard field personnel and pay input/collection system with standard business processes for active, reserve, and retired personnel, ashore and afloat. NSIPS will interface to other systems, beginning with DJMS and the Navy corporate personnel databases, and eventually expand to include the training, fitness report and evaluation system, personnel distribution system and electronic service record.

Background: This project started in July 1994, and over the next six months five alternatives were defined and costs were analyzed. This analysis enabled both the Navy personnel and pay communities to recommend one consolidation and interface alternative to senior Navy and Finance managers, who approved their recommendation. Based on the alternative selected, the project team developed a Tactical Implementation Plan, which was used as the basis for the Navy's submission of a Mission Needs Statement for the single source data collection personnel system which is NSIPS. In July, 1995, the MAISRC approved Milestone 0. The NSIPS approach is to continue using centralized sites ashore where personnel and pay-related data is collected and sent to the corporate personnel and pay headquarters. A Functional Economic Analysis (FEA), which supported MAISRC requirements for the Navy, was completed in December 1995. NSIPS is utilizing a Commercial off-the-Shelf (COTS) system, PeopleSoft, to implement the program. NSIPS received Milestone I approval in May, 1997, and Milestone II in January 1998. NSIPS received Milestone III approval for implementing personnel and pay in the Naval Reserves in 2000, and Milestone IIIA approval for Release .1 - personnel for the Active force - in 2001. NSIPS is seeking Milestone C approval for release 1.0 in FY 2003 for Active Pay.

Accomplishments: NSIPS is replacing four legacy systems and associated costs (e.g., maintenance and training), and resolved Year 2000 concerns for those systems. NSIPS is improving exchange of information between the Active and Reserve Components. It will support all uniformed Navy members and improve unit readiness by reducing processing time during mobilization. NSIPS will improve accuracy of personnel and pay records and provide better service to Navy members. The PeopleSoft COTS package is being configured and extended to support the business practices of the legacy systems. The Navy deployed pay and personnel capabilities to the Naval Reserve in FY 2000. The Navy has fielded personnel capabilities to the Navy active component on shore and is proceeding to field the system to the fleet.

Status: A Milestone C review is scheduled for second quarter FY 2003 which would approve implementation of pay and personnel applications Navy wide.

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DOD/VA MEDICAL RECORDS TRANSFER

Description: The Military Services are now transferring directly to the Department of Veterans Affairs (VA), the medical records of Service Members leaving active duty. Records are sent to the VA Records Management Center in St. Louis, Missouri. This gives the VA immediate access to medical treatment records should they need information of that nature to make a determination on service connected disability and compensation claims made by veterans. The new procedures assists the VA in responding in a more expeditious manner to veterans and former Service Members.

Background: In September of 1992 the Army initiated a trial project with the former VA Service Medical Records Center (SMRC) in St. Louis to directly transfer medical records of Service members leaving active duty. By May 1, 1994, the remaining Services had also implemented this program with the VA. The VA Records Management Center (formerly the SMRC) in St. Louis has received approximately 800,000 Service medical records. In October, 1995, a formal Memorandum of Understanding was signed by the VA Under Secretary for Benefits and the USD Personnel & Readiness. This MOU provides broad guidance on administration of this program and outlines each agency's responsibilities.

Accomplishments: The VA has been able to reduce the amount of time it takes to make disability compensation claim determinations thus providing more expeditious response to the veteran and Service member. The VA has reorganized the Service Medical Records Center and the Records Processing Center into one Records Management Center. Each Service has provided a senior enlisted member to interface with VA to respond to requests from the Military Departments which has enhanced the ability of the Records Management Center to respond to DoD. The military records centers have realized savings in reduced need for storage space for records, and have been able to re-direct manpower that originally handled medical records and related requests to other areas.

Status: Completed/Being Monitored. The Army Reserve Personnel Center in St. Louis is currently transferring about 200,000 IRR medical records to the VA Records Management Center. The records are being transferred in lots of 40,000 to allow VA to manage accessing this large number. The Naval Reserve Personnel Center in New Orleans is currently discussing with the VARMC the transfer of 215,000 IRR medical records. And the National Guard Bureau has recently met with the VA to discuss whether or not the VA want medical records for personnel separating from the Guard.

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DOD/VA DEATH GRATUITY BENEFIT RE-ENGINEERING

Description: If a Service Member dies of a Service connected cause while on active duty, or within 120 days of being retired from active duty, the survivors are provided with a Death Gratuity Benefit to assist with expenses. When the Member dies on active duty the Service connected determination is made by the DoD and is paid within 48 hours. However, if the Member is retired, the Department of Veterans Affairs (VA) makes the service connected determination and provides the information back to the DoD so that the payment can be made. This process had caused the time between the death of the former Service member and the time the payment was made to survivors to be inordinately extended to an average of six months. After three meetings between the VA and DoD, with the principle personnel with input into this process, the two agencies were able to re-engineer the way the actions were processed in both agencies and cut the time from six months to an average of six days.

Background: This issue was brought to the attention of the OUSD(P&R) Information Management Office in January of 1995 by personnel from the Defense Retired Pay and Annuity

System, a part of the Defense Finance and Accounting Service (DFAS). In February a meeting was held with representatives from the VA, the Casualty Affairs officers from the Military Services, DFAS, OUSD (P&R), and the Office of the Assistant Secretary of Defense for Health Affairs (OASD (HA)). A preliminary solution was discussed, and members returned to their organizations to coordinate the suggested procedural changes. In March a meeting was held which finalized the re-engineered process with major changes to procedures being made by the VA in centralizing the review of these cases in one central location, by Medical Evaluation Boards sending copies of final determinations/diagnosis directly to the VA, Military Service Casualty officers expediting necessary documentation to VA, and VA turning around service connected determinations within 48 hours and notifying DFAS immediately by fax so that the death gratuity can be paid.

Status: Completed.

Accomplishments: Survivors are now receiving the death gratuity benefit payment within six to ten days of the former member's death, rather than six months later. DoD and VA were awarded a Hammer Award from Vice President Gore's National Performance Review for this re-engineering effort that cut through red tape to respond to survivors of military personnel in an expeditious manner with care and compassion. In April, 1996, an awards ceremony was held for the USD (P&R) and the USVA Benefits with the DoD Comptroller presenting the Hammer Awards to the two Under Secretaries and certificates to re-engineering team members.

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DOD/VA PERSONNEL INFORMATION ACCESS PROJECT

Description: From September 1994 through March 1995, a joint project was carried out between DoD, VA, the Military Service Personnel Records Centers, and the National Personnel Records Center. The project was to analyze access to and interchange of personnel information between VA and the Services. A final report was published in June 1995 and both the VA and the Military Personnel Records Centers have implemented procedural changes that will facilitate faster delivery of benefits to Service members and veterans. One of the recommended improvements was to explore possibilities for more electronic exchange of information. This has led to a follow on project on Personnel Information Exchange with a benchmark test for electronic exchange of information planned for late this May in St. Louis among the VA Records Management Center, National

Personnel Records Center, and the Army Reserve Personnel Command.

Background: The Department of Veterans Affairs requests information on a daily basis from DoD military records centers in response to veterans' disability claims or requests for benefits. The requests are processed by a nationwide network of VA Regional Offices (VAROs) and centers and are transmitted electronically via the VA Data Processing Center, Hines, Illinois, to the National Personnel Records Center (NPRC), St. Louis, Missouri. By prior agreement with VA, NPRC electronically scans its database to match holdings with VA requests. Unmatched requests are individually sorted by military service and mailed to the respective military centers by NPRC. VA was experiencing a surge in claims workload. Many of which were awaiting additional necessary information from military records centers before final adjudication could occur. DoD downsizing of the active force contributed to this increase in requests for personnel information and strained the resources of both DoD and VA which resulted in backlogs and delayed responses. The group most adversely effected by these delays are the veterans. This project analyzed the business processes involved in getting the information necessary to respond to a veteran's claim in a timely manner.

Accomplishments: Business process improvements have been implemented in the manner in which VA requests military personnel information from DoD and Services. There is a continuous dialog and feedback on process improvements between VA and Service Military Records Centers and NPRC. Each Service now has a full-time senior enlisted assigned to the VA Records Management Center in St. Louis. Efforts are underway to finalize efforts to obtain access to VA Beneficiary Records Identification Locator System (BIRLS) at the Service records centers. A final report was published in June 1995.

Status: Completed, with follow on project underway.

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DOD/VA EXPOSURE RECORDS LOCATOR

Description: This project was to assist VA in articulating the specific kinds of information they ask for most often on the various kinds of exposures (i.e., mustard gas, ionizing radiation, lsd, etc.) and provide a list of where they are currently seeking that information. DoD and NARA reviewed and validated for the VA the current sources being used, and determined any additional appropriate point(s) of contact to respond to the VA requests.

The major objective was to get the VA request to the right source, the first time, using a standard format and procedure that will facilitate an expeditious DoD response; to provide information on whether a record exists or not so VA can use other means to make compensation determinations in an expeditious manner; and, to tell VA where a record may be found if not currently held in DoD. The group also recommended long term business process improvements that will expedite timely responses on compensation claims related to exposures, and proposed business process re-engineering recommendations to stop duplication of effort within DoD agencies and offices.

Background: The Veterans Dioxin and Radiation Exposure Compensation Standards Act, Public Law 98-542, instructed the Department of Veterans Affairs (VA) to implement regulations ensuring compensation to veterans, and their survivors, for disabilities or deaths related to ionizing radiation. In response VA published 38CFR 3.311, which contains standards and criteria under which the VA considers service connection for radiation-related diseases first appearing after service but not within any applicable presumptive period. The criteria include obtaining and viewing radiation dose estimates. Their main source for dose estimates related to atmospheric testing has been the Department of Defense (DoD). In addition to the above kinds of exposures, in January of 1993 the National Academy of Sciences Institute of Medicine published Veterans at Risk: The Health Effects of Mustard Gas and Lewisite. In response to this report and its findings, on March 9, 1993, Secretary Perry, then the Deputy Secretary, signed a memorandum directing the heads of the Military Departments to declassify and make available certain information on human exposure to chemical weapons agents during testing, production, and transportation activities conducted by DoD. These activities took place during World War II, and up through the early 1970s. This exposure information is used by the VA to verify participation in the specified activities and to determine disability compensation for a number of diseases or conditions that have been listed in Veterans at Risk as having been caused by exposure to particular chemical weapons compounds.

Status: Final Report provided in January 1997.

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DOD/VA/NPRC PERSONNEL INFORMATION EXCHANGE

Description: This project was started in December, 1995. The work group is examining

alternatives for implementing recommendations involving potential electronic data interfaces between DoD, VA, and the National Personnel Records Center (NPRC). This effort will develop alternative approaches to exchanging information electronically between the VA Records Management Center, the Army Reserve Personnel Center, and NPRC. A prototype test is scheduled for mid May in St. Louis.

Background: The Personnel Information Access project, completed in June of 1995, found that 80 per cent of the VA requests for military personnel information are directed to the National Personnel Records Center and the Army Reserve Personnel Center in St. Louis. The recommendation from the final report also listed recommendations to improve access to this information on a more timely basis for VA. Three of those recommendations were used as a base line for developing a benchmark architecture for electronic exchange and validation of location of information between the VA, NPRC and ARPERCEN.

Status: Final Report provided September 1996.

Accomplishments: A Requirements Report was published in April. The benchmark architecture was successfully tested during the week of 14 May 96. A follow-up meeting for final summary and recommendations was held May 30, 1996. A Draft Benchmark Summary and Follow-on Recommendations Report was put out for work group comment on June 14, 1996.

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Defense Integrated Military Human Resources System

(DIMHRS)

Description: This project will identify functional requirements and performance characteristics for military personnel management and pay from field level data collection to headquarters data base management that supports Service-specific and OSD-defined requirements in times of peace, mobilization/demobilization, and war.

Background: Contingency operations such as Desert Shield/Desert Storm, Provide Promise, and Just Cause clearly demonstrate the urgency for modernizing military personnel management and pay systems for rapid access of accurate standardized information to support and be responsive to the warfighting philosophy, while providing visibility and maintaining quality of

life integrity, during uncertain global environments.

On August 1, 1995, in coordination with the Military Personnel Joint Integration Group that represents the Component's interest and involvement in business process improvements, data standardization, and migration strategies, a Military Personnel Management (MPM) Joint Working Group (JWG), was established at OUSD(P&R) to assist in defining requirements for a prototype effort. Subsequently, on July 7, 1997, the Deputy Secretary of Defense established the Joint Requirements and Integration Office to define the requirements for the Defense Integrated Military Human Resources System (DIMHRS), and to provide functional oversight for the development and implementation of DIMHRS. The Components and the Defense Finance and Accounting Service (DFAS) have provided full-time representatives to the JR&IO. Part-time participation is provided by the Joint Chiefs of Staff (J-1) and other OSD staff. The Coast Guard is provided information copies of all work accomplished in the JR&IO. Primary focus is on the integration of functions for the Active, Reserve, and Retired members of all Components (Total Force) and the supporting personnel and pay processes provided by targeted legacy systems.

The JR&IO will define functional requirements, recommend an implementation process, evaluate the application for technical, as well as practical feasibility; and will address the issues of cross-functional integration by ensuring those requirements are incorporated in the requirements' definition phase.

The DIMHRS initiative will identify data input for the corporate databases and headquarters systems. The modernization of these corporate databases and systems must be accomplished concurrently with the input platform to achieve the full benefits of standards compliance. Additionally, standard data elements developed and implemented with the DIMHRS initiative must be model based, single concept elements. Experience indicates that as the legacy systems are migrated toward a target environment, virtually every data element in the legacy military personnel systems will require some degree of modification.

Through continued decomposition of the DIMHRS Model, standard and Service-specific functional processes will be identified and documented for application development. As these applications are developed, they will be available for the Services to integrate into their individual modernization plans. These modernization efforts will be directed toward a common operating environment, using standard data elements in support of standard and Service-specific functional processes throughout the DoD. Taken together, this project will produce a development and operational environment that will enhance system flexibility and reliability, reduce development time and costs, and result in overall reduction in life cycle cost while meeting the needs of the commander, Service, and service member.

Status: In process. The DIMHRS is an ACAT-1 system subject to Major Automated Information System Review Council Oversight. The Milestone 0 Acquisition Decision Memorandum was signed on February 26, 1998

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DoD/NARA MEDICAL TREATMENT RECORD ARCHIVING

Description: This project examined the business process of archiving of medical treatment records (MTRs). The work group modeled the current business processes of transferring MTRs to and retrieving archived records from National Personnel Records Center, National Archives and Records Administration (NARA). The work group also modeled future practices based on long-term opportunities for improvement, automation support. Other opportunities for improvement on DoD's part include the standardization of terminology and disposition instructions; requiring finding aids be maintained; revising request forms for MTRs; and requiring an itemized list of transferred MTRs.

Background: Records eligible for retirement must be sorted and prepared for long term storage by series. All records in a series must be created by the same facility, be of the same type (e.g., military inpatient, dependent outpatient) and reflect the same last year of treatment. Upon retirement, records are collectively stored and indexed for retrieval by series information or accession number, rather than by patient folder. A record is retrieved by first identifying the accession in which a record series should have been retired and then by searching for the requested record within the alphabetic or numeric filing sequence. Current medical treatment facilities' records management is completely manual and practices often deviate from this system making subsequent retrieval difficult.

Issues: The Work Group proposed that an automated system be put in place which would use an electronic record index. The index would be created at the medical treatment facility and identify every medical treatment record shipped to NARA. The index would be updated at NARA to include identifiers to designate the exact location of each record when it is archived. Action on the recommendation for putting an automated system in place rested in the Office of the Assistant Secretary of Defense (Health Affairs). The Composite Health Care System (CHCS) is being revised based on the analyses.

Accomplishments: On March 7, 2003 the project completed the final phase of alpha testing and was repackaged with all of the fixes made during the alpha test. Health Affairs has scheduled worldwide deployment of the automated system for the middle of April 2003. The project completed the following documents:

- **Time-Phased Implementation Plan - December 15, 1995**
- **Preliminary Functional Economic Analysis - December 15, 1995**
- **Meetings of Specialists to Consolidate Disposition Schedules and Standardize**

Terminology - June - September 1996

- **Proposed New Disposition Schedules - January 1998**
- **New Disposition Schedules - January 2002**
- **Draft User's Guide - March 2003**

Status: Passed alpha test March 2003. Scheduled to deploy worldwide mid-April 2003

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MORALE, WELFARE, AND RECREATION (MWR)

Description: An analysis of the management practices associated with the Morale, Welfare, and Recreation (MWR) programs was conducted within the Services to implement management practices across the Department that encourage the reduction of duplication, maximize multi-use and co-located programs and facilities, pursue alternative delivery sources in order to promote efficiency and reduce costs, and examine the requirement for a DoD standardized management information system.

Background: The purpose of DoD MWR programs is to promote individual and community fitness, esprit, and personal development. Well-rounded MWR programs offer an antidote to stress associated with the mobile military life style. The Department and Services recognize that the restructuring of the force will require that MWR activities actively seek process improvements in the manner in which they manage their businesses.

Discussion: This evaluation effort began with a joint work group composed of senior business managers from the Services. The work group analysis identified principle management processes within the structure, augmented as necessary to indicate Service specific practices. The

work group was guided by the DoD MWR Strategic Plan developed by the DASD (PSF&E).

Three important elements of this analysis are the identification of interface and functional requirements with other agencies, particularly the Defense Finance and Accounting Service (DFAS); the analysis of management practices and relationships within the Services; and the activity based costing of functions identified as potential business process improvements.

Accomplishments: The joint work group selected fourteen potential business process improvement opportunities with emphasis on potential joint use for full costing and benefits computations. Ten of the opportunities have been implemented through OSD and Service staff action. Three additional analyses have been conducted: management of employee benefits, cash management, and construction. The following reports and studies have been produced by this project:

Status: Completed

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EMERGENCY COMMUNICATIONS

Description: The American Red Cross (ARC) provides emergency communication and supporting casework services to the Armed Forces. The FY95 Authorization Act directed DoD to conduct "an assessment of the alternatives available ... for obtaining such emergency communications services, including the provision of such services by [DoD]."

Background: The ARC emergency communication system is dependent on long distance telephone communications and access, via a minicomputer, to DoD's Automated Defense Information Network (AUTODIN). In March 1994, ARC identified to DoD the need for bridge funding of \$14.3 million for a period of 3 years to allow the continuation of ARC services to the Armed Forces while the organization: introduces more cost-effective communications technologies; improves the efficiency and effectiveness of its service delivery system; and develops long-term funding sources for all ARC services to the Armed Forces.

Discussion: Four alternatives were developed during the course of this project. They

were: Upgrading ARC technology; Outsourcing to a commercial firm; Modifying the DoD/ARC partnership; and Establishing a DoD in-house emergency communication system. Only the costs of emergency communication were examined. Other ARC services such as referrals, counseling, financial assistance, and management of the volunteer programs on the installations were not considered. The introduction of state-of-the-art technology and redistribution of the process functions has a significant impact on the current ARC organizational structure and on the continuation of present services.

Issues: The site visit report showed that there is universal agreement that the current system is not broken and that it is viewed as a significant factor in morale. Commanders and their staff strongly feel that any attempt to try and replicate all of the services that ARC provides to military personnel and their families would be too much to accomplish in today's constrained fiscal environment. The report also indicates two unique skills of ARC: one is its ability to verify the content of its messages, and the other is its willingness to maintain confidentiality of the information it obtains. Finally, and perhaps most importantly, any change that does not maintain the current level of service provided by ARC would be perceived by Service members and their families as a lost benefit.

Accomplishments: Implementation of recommendations is currently underway. The following reports and documents were produced by this project:

Status: Completed

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DEFENSE PERSONNEL RECORDS IMAGING SYSTEM (DPRIS)

Description: Based on industry standards, each of the Services now has an optical imaging system either under way or in the development process. All of the systems convert the official personnel files consisting of paper and microfiche documents to digital images. Subsequent to the development of the Service's digital image Official Military Personnel File (OMPF) management systems, DoD issued the DoD Automated Document Conversion (ADC) Master Plan of April 1995. In conjunction with the ADC Master Plan, the Office of the Under Secretary of Defense and the Military Services now seek to achieve an open systems environment for the existing Service digital image OMPF management systems.

Background: The systems support selected retrieval of individual documents with the personnel file, files, or groups of files. Output options include display on an image workstation, paper document, and microfiche record. Each of the Services plans to support Selection Boards with this system as well as assignment officers and others who need to be able to view the official personnel record. Technically, all of the systems plan to use similar hardware, COTS software, and telecommunications equipment. Some of the hardware differences were due to differences in past storage media. The Services used different types of microfiche and had differences in polarity and images per fiche. However, even after conversion, the systems remain different although the Services agree that a migration strategy toward a common imaging system is needed.

Issues: Because these records may be required by other agencies such as the VA, close cooperation with other government and private sector organizations is prerequisite to success. The lack of a common system for optically imaging personnel records was raised by the Congress in mandating the Automated Document Conversion Plan. The Services agree that a joint system is desirable.

Accomplishments: In September 02 an advanced technology demonstration was successfully implemented by the Army, Navy, and US Marine Corps and the Department of Veterans Affairs with the ability to electronically request and exchange copies of documents from OMPF's in the Services' digital personnel records system. These requests are initiated by the VA PIES and passed via DPRIS to the Service systems.

Status: Ongoing. Initial work with implementing DPRIS between the Air Force and the VA will commence by March 03.

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CASUALTY AFFAIRS AND MORTUARY AFFAIRS MANAGEMENT

Description: Service Casualty Affairs and Mortuary Affairs Management processes have been studied to identify possible functional process improvement opportunities and to designate a migration system to support these functional activities.

Background: Each Service has its own casualty affairs and mortuary affairs offices and information systems to support its own requirements. The Services all conduct business in basically the same way under current DoD guidance. During Operation Desert Shield/Storm several problems in the casualty

affairs and mortuary affairs arena surfaced. Congressional hearings on some of these problems were held early 1992 and a 1993 DoD Inspector General Report documents other deficiencies including the lack of common automated support for the management of casualty and mortuary affairs information and lack of casualty tracking information. A DoD Mortuary Affairs Working Group, prior to this IM initiative, made a recommendation to consolidate the Services casualty and mortuary affairs offices into one DoD agency. Currently, the Army is the Executive Agent for Mortuary Affairs. Casualty affairs oversight is provided by OUSD(P&R) PSF&E.

Accomplishments: The Joint Services' Casualty Affairs and Mortuary Affairs Work Group has identified potential functional process improvements, system functional requirements, and models of "AS IS" and "TO BE" business processes. With a DoD system to support casualty affairs and mortuary affairs operations, the Services will have more accurate and timely data available for the families of casualties and for the warfighter. There are several reports available documenting this effort including the Joint Services Casualty Management Work Group Report, and the Economic Analysis of Casualty & Mortuary Affairs Organizational Alternatives.

Status: The Army was designated executive agent for the Defense Casualty Information Processing System (DCIPS) as the target system. The executive agent has oversight of technical issues and provides Configuration management. The Casualty Advisory Board, chaired by OUSD(P&R) PSF&E has functional oversight for the DoD casualty system.

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CIVILIAN TRACKING

Description: This project addresses the lack of tracking capability for civilian employees and support contractors during military deployments.

Background: The Department has never had the capability to track civilian and contractor personnel in theater. This has left the Department with no effective way to manage these resources. It has also left the Department without the ability to historically study the effects of the civilian on the mission or to resolve issues such as chemical or biological exposures. Additionally, casualty tracking and management are effected by the lack of information on these individuals.

Discussion: Beginning in the Summer of 1995, the Department began an effort to determine exactly what information was needed, how best to collect it, and on which types of civilians to collect it on. This

effort resulted in both long term and short term solutions. The long term solution will implement the information requirements into the next generation of Military Personnel data collection systems. The short term solution will result in a new DoDI requiring that a subset of the long term requirements be collected by the existing military personnel systems.

Accomplishments: Implementation is being accomplished in two phases. Short term implementation is being handled through an extension of the existing service personnel feeds to DMDC for deployed personnel. Long term implementation is being handled as a part of the DIMHRS functional requirements.

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DATA STANDARDIZATION PROJECT

Description: This project focuses on the development of a core set of standard data elements to be used by all (Active and Reserve) military and civilian personnel components. This is in conjunction with a Department-wide effort to standardize data elements.

Background: The USD(P&R) has responsibility for a significant portion of the data included in the DoD data base. Personnel & Readiness is the designated functional data steward for all data involving personnel and force readiness. OUSD(P&R) R&R oversees this effort.

Discussion: P&R is undertaking a study of each of the Components' personnel related data systems to gather and cross-match data elements. This will allow us to eliminate unnecessary duplications and develop a set of core facts needed to support department mission requirements. Additionally, data interfaces with other functional areas, such as Health Affairs and the Comptroller are being addressed.

Issues: The data elements under P&R purview are central to many data systems throughout the Department. This requires a significant coordination effort. Additionally, under direction of the Defense Information Management (IM) Program, this project has placed a tremendous emphasis on data modeling at the expense of functional requirements. Historically, automation has done the same. Significantly more of an even balance between the three is needed and OUSD(P&R) is working on a more direct approach to standardize the functional context of data elements.

Accomplishments: To date, the effort has concentrated on development of a DoD wide and P&R data

model and standardization of a core set of personnel data. The current version of the DoD Personnel Data Model is now available online through this web site. Reserve and civilian personnel data requirements are included. When completed, this project will provide the Department with a set of core data elements that mean the same thing everywhere and that allows data to be used consistently. To date, 1,123 standard personnel data items have been approved. There are three main deliverables from this project. A core set of 1,500-2,000 standardized data elements, a DoD Personnel Data Model, and translation documents mapping existing data elements to new standardized equivalents.

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MILITARY ENTRANCE PROCESSING

Description: Military Entrance Processing (MEP) was studied to identify potential business process improvement opportunities including a replacement for the aging MEP automated information system.

Background: Military Entrance Processing was designated as the first IM project in the Military Personnel functional area. A core team of functional area representatives from USMEPCOM, selected Military Entrance Processing Stations (MEPS), and P&R staff convened a workshop to recommend and support improvements. OUSD(P&R) MM&PP provides oversight for entrance processing.

Discussion: The MEP workshop met from April 28 - May 15, 1992, and recommended that: the existing System 80 configuration be replaced as new requirements over the past decade have taxed the capacity of the system to the point of saturation; the tests and processes be standardized as the need for standardization was prominent throughout and the workshop recommended that one standard test and evaluation process be developed; and USMEPCOM implement no cost policy changes that include replacing fee basis physicians with physician assistants and nurse practitioners, and strengthening the prescreening process.

A Functional Economic Analysis was conducted to analyze alternatives to replace the MEP automated system. A selection of the alternatives, MEPCOM Integrated Resource System (MIRS), was made and is being developed under the auspices of the Sustaining Base Information System (SBIS). Other business process improvements are being implemented in conjunction with ODASD (MM&PP).

Accomplishments: The MEP Workshop identified a large number of possible money saving, and efficiency improvements in the way they do business. The recommendations were implemented. The following deliverables are the result of this project:

MEP Working Group Report -- Apr 28-May 15, 1992

Functional Economic Analysis -- Mar 22, 1993

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DUAL COMPENSATION

Description: This project, tasked by the National Performance Review, deals with the inefficiencies of the payment process for individual entitled to dual compensation from both the Department of Defense and the Department of Veterans Affairs.

Background: There are a number of individuals who receive benefits from the VA due to disabilities received during service in the military. Because of the nature of the regulations, some of these individuals receive financial benefits from both the VA and the DoD. This results in two payments being processed and sent every month. The National Performance Review recommended that study be conducted to determine if there is a better way to do business.

Discussion: The public problem is the perception that we should be able to send these individuals one check a month instead of each Department sending a separate check for it's portion of the entitlement. In actuality, this is a symptom of the real issue, which is that the entire process is a result of evolving requirements rather than coordinated management.

This project was conducted under the umbrella of the DoD / VA Reinvention Partnership. A joint work group was formed consisting of: service representatives, OSD, DFAS, the VA, and the Treasury Department. Work begin in the spring of 1994 and was essentially completed by the end of the calendar year. The work group visited the services, the DFAS processing center, the VA processing center and the Treasury processing center. They developed a functional model for the process and developed recommendations on how best to improve the process.

Accomplishments: The project determined that the implementation of direct deposit within the VA processing system would provide the majority of savings at a minimal investment. Additional savings were identified and discussed in the project report: DoD / VA Disability Compensation Consolidation Project Report.

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FAMILY RELOCATION ASSISTANCE

Description: Military family life is characterized by frequent relocations, often across long distances and to foreign countries. Accurate information about the destination lays the foundation for careful PCS planning and reduces the likelihood of surprises and of negative outcomes related to stress. This program focuses on the study of the problems encountered by personnel during relocation and the development of potential solutions to these problems.

Background: The National Defense Authorization Act for Fiscal Years 1990 and 1991 (Public Law 101-189) required that "information available through each military relocation assistance program shall be managed through a computerized information system." Family relocation program oversight is provided by the DASD (PSF&E).

Discussion: The project is concluding a functional study of the process and its problems. It is expected to recommend the development of a "one stop relocation shop" to which a Service member and his/her family can go for immediate assistance and information. It will also provide direction to specialists in various aspects of relocation for specific needs; i.e. housing, financial counseling, etc.

Accomplishments: Development and implementation of the Standard Installation Topic Exchange Service providing information on bases for personnel to access prior to relocation. The following deliverables are the result of this project:

Mission Needs Statement -- Jun 8, 1992

Evaluation of DoD Approved Baseline Relocation Automated Information System (RAIS)

Technical Implementation and Cost Analysis -- Aug 1992

Analysis of Family Service Center Automation Efforts -- Nov 1992

Standard Installation Topic Exchange Service (SITES) data base -- Nov 1993

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MILITARY IDENTIFICATION CARD

Description: This project examined the military identification card production process and possible alternatives to improve the process.

Background: The Uniformed Services Identification Card is issued, maintained, and controlled by the personnel communities of the Uniformed Services. Oversight for the card, its contents, and its management comes from the Deputy Under Secretary of Defense (Requirements and Resources).

Discussion: The Information Management Directorate conducted a functional economic analysis on the production and issuance process for military ID cards. This study consisted of an analysis of process and alternative methods of producing and using ID cards. It included subject matter experts from each of the uniformed services including both active and guard/reserve components. The result of the study was a decision to implement a new machine readable ID card using bar code technology and digital photography. This card is being implemented at all RAPIDS sites world-wide.

Accomplishments: The new ID card was implemented at a greatly reduced cost to the Department. Implementation of the card has led to the development of a cottage industry of user applications throughout the Department based on the machine readable technology of the new card. Applications continue to be developed in a variety of functional areas ranging from food service to drug testing to secured area access. The following deliverables are the result of this project:

New ID card.

Functional Economic Analysis on the Production and Uses of Uniform Services ID Cards.

Emerging Bar Code Applications - Uniformed Services Identification Card

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EXCHANGE CREDIT PROGRAMS

Description: This project is a business process analysis of the exchange credit programs

conducted at the request of the Assistant Secretary of Defense for Force Management Policy. The study was chartered to develop alternatives to the current credit programs for the purpose of realizing improvements to the quality of service provided to customers and to reduce program costs.

Discussion: Current credit programs are the Deferred Payment Plan (DPP), used by both the Army and Air Force Exchange Services (AAFES) and the Marine Corps Exchange (MCX), and NEXCARD, used by the Navy Exchange Service Command (NEXCOM). Since introduction of revolving credit programs in 1992-1993, the DPP program has grown from fewer than 100,000 accounts in early 1993 to 1.3 million accounts in late 1995, with Accounts Receivable (AR) expanding from less than \$100 million to \$1.4 billion. The NEXCARD program accounts grew from zero to 322,000 with AR of approximately \$170 million. The annual DPP operating budget is approximately \$12.0 million; the NEXCARD operating budget is approximately \$4.5 million. The study examined, from a functional economic perspective, the objectives of the exchange credit programs, the activities associated with program administration and operations, and the quality and quantity of services delivered to customers. All aspects of the programs were addressed, including all activities necessary to operate them.

Accomplishments: The Assistant Secretary of Defense for Force Management Policy was presented alternatives for consideration and decision in February 1996. A single credit program with jointly owned accounts receivable was selected for implementation and DoD commands were notified.

STATUS: Completed

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MWR & DeCa CREDIT PROGRAMS

Description: This project, building on the previous credit program analysis work, supports business process and functional economic analysis of specific DoD credit programs: the AAFES DPP, NEXCOM NEXCARD, the Army Esprit Card, and the Air Force Club Card. The project defined and identified the missions, processes, available technology applicable

to the credit programs as well as customer use of credit, what customers value, past measured results, standards and measures for success, and Service options. Specifically, the project identified how all customer credit programs within the military exchanges and Services' Morale, Welfare, and Recreation (MWR) activities can best meet program business objectives and the financial needs of Service members needing credit. The project also evaluated the applicability of a credit program to the Defense Commissary Agency (DeCA) activities, and how other non-appropriate fund (NAF) credit programs might be used in commissaries, in addition to the use of commercial credit cards.

Discussion: This project, as a follow-on to the "Exchange Credit Programs" project, examined the objectives of the various MWR credit programs in use, the activities associated with their administration and operation, and the quality and quantity of services delivered to the customer. A business process analysis was used to identify the value and support the feasibility of consolidating all Service credit programs, including the possible outsourcing parts of the centralized consolidated program to provide the highest quality offering to customers with the greatest financial benefits to the Services.

Accomplishments: The final report, provided to the Assistant Secretary of Defense for Force Management and Policy in September 1996, determined that three of the services - the Army, the Navy, and the Marine Corps - could benefit the most from a jointly owned program. The best course of action for the Air Force is to maintain their current program. Because of the cost benefits derived under the Treasury program it would not be cost effective to change the way the Defense Commissary Agency (DeCA) handles credit card purchasing.

Status: Completed

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